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Human resources management

Overview of human resources management reform: mobility

Report of the Secretary-General

Addendum

Summary

The present report is submitted pursuant to General Assembly resolution 68/265 and contains additional information requested by the Assembly. The report also contains an update on the preparations for the phased implementation of the new mobility and career development framework, which will begin in 2016.

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I. Introduction

1. The General Assembly, in its resolution 68/265, approved the refined mobility framework, subject to the provisions contained in the resolution. The Assembly also requested annual reports on mobility, the first of which, to be submitted to it at its sixty-ninth session, was to include data and information as outlined in paragraph 11 of the resolution.

2. The preparations for the implementation of mobility are ongoing. The present report, which was shared with staff representatives, is the first annual report on mobility and provides an update on the progress made on preparations for implementation as of July 2014. The report also provides additional data and information on the mobility framework requested by the General Assembly in resolution 68/265. It should be noted that, while the report includes information on the initial work that has commenced on many of the elements for which additional information was requested in resolution 68/265, further progress will be reported in the next annual report on mobility, as discussions on details of these elements are under way. The report should be read in conjunction with documents A/67/324/Add.1 and A/68/358 as well as document A/69/190/Add.2, outlining proposals aimed at strengthening the performance management system, which will be implemented at the same time as the mobility framework, in accordance with paragraph 19 of resolution 68/265.

II. Staff mobility trends

3. The mobility framework will apply to all internationally recruited staff[1] of the Secretariat in the Field Service and Professional and higher categories up to and including the D-2 level, holding fixed-term, continuing and permanent appointments, except those on non-rotational positions.[2] A non-rotational position is one that requires an advanced level of expertise, knowledge and qualifications in a technical field, and with respect to which there is no comparable position at the same level in another organizational unit or at another duty station in the Secretariat. The Office of Human Resources Management has consulted with departments and created a provisional list of 109 non-rotational positions (see annex I).[3] Prior to the launch of mobility, each job network board will review and confirm the provisional list of non-rotational positions corresponding to its job network. The job network boards will present these lists to the Assistant Secretary-General for Human Resources Management for final approval.

[1] The mobility policy applies to staff who have gone through a competitive process including review by a field/central review body and whose appointment is not limited to a specific department/office/mission.

[2] For the purposes of the present report, "positions" include both established posts and general temporary assistance positions.

[3] The mobility framework will need to be more specifically targeted to the requirements of the language area (specifically those positions subject to a competitive language examination). The Department for General Assembly and Conference Management and the Office of Human Resources Management will form a working group to design these adjustments, which will be presented to the General Assembly as part of its comprehensive review of mobility at its seventy-second session.

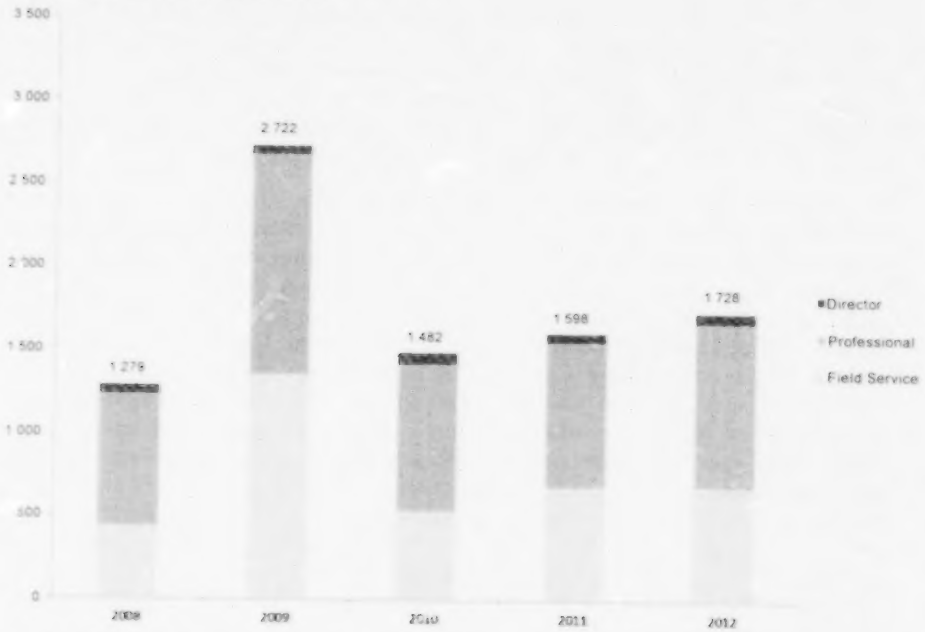
4. This section provides data and statistics on current mobility trends of those staff who will be subject to mobility. According to the 30 June 2013 data reflected in the report of the Secretary-General on the composition of the Secretariat: staff demographics (A/68/356), there are 14,094 Professional, Director and Field Service staff in the "mobility population". Staff members within five years of the mandatory age of separation will be exempted from geographic mobility, except if the staff member specifically requests to be geographically mobile.[4] In addition, staff members who have already made at least seven geographic moves of one year or longer will be able to choose whether to be geographically mobile.

5. Mobility has been defined as a change in position, which can include one or more of the following: a change in role, function, department or duty station, or a move to or from an agency, fund or programme (see resolution 67/255, para. 56). The Integrated Management Information System (IMIS) does not contain information on staff roles or functions. Therefore, baseline data for changes of position that do not involve a change in duty station cannot be obtained at this time. Figure I shows the number of duty station moves of one year or longer for the period 2008-2012. A duty station move of one year or longer (hereinafter "duty station move") is recorded during the year in which the move is initiated, and is considered a duty station move once it has been confirmed that the staff member has remained at that duty station after a full year has elapsed (or has a contract that expires after a full year's service has been completed at that duty station). For example, the 2012 duty station moves show all the moves that were initiated during the 2012 calendar year and with respect to which it has been confirmed in 2013 that the staff member has remained at the same duty station for one year or longer. The data regarding moves initiated in 2013 will be available in November 2014 once data systems are able to confirm that the staff in question are expected to remain at their new duty station until the end of 2014, thereby completing a full year there. During each of the past five years, internationally recruited staff have made an average of 1,762 duty station moves.

[4] A total of 2,825 staff members in the 30 June 2013 mobility population will be within five years of their current mandatory age of separation as at 1 January 2016, when mobility will be launched for the first job network.

Figure I

Number of duty station moves of one year or longer by Director, Professional and Field Service staff, 2008-2012[a]

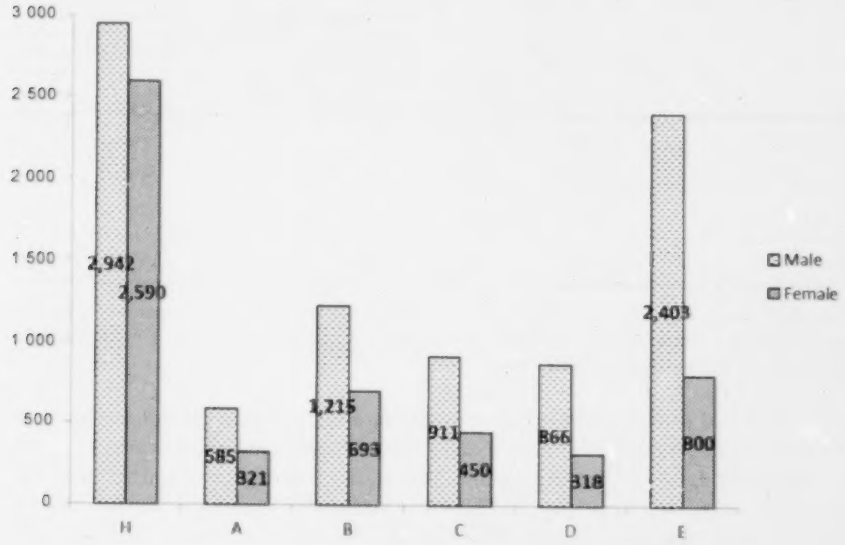


[a] The 2009 figure is unusually high because changes in the security situation and/or the restructuring of missions led to the significant relocation of staff within the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations Mission in the Sudan, the African Union-United Nations Hybrid Operation in Darfur, the United Nations Assistance Mission for Iraq and the United Nations Mission in the Central African Republic and Chad.

6. Staff subject to the mobility policy are distributed across duty stations in the different hardship categories[5] in the Secretariat (see figure II), with 46 per cent located at H and A duty stations and 31 per cent located at the most difficult hardship locations, those in the D and E categories. On the basis of this distribution, there are potentially significant opportunities for staff to move between different categories when they change duty stations. This would allow for knowledge-sharing between headquarters and non-headquarters locations and offer relief for staff spending lengthy periods at the most difficult duty stations.

[5] The International Civil Service Commission has placed all duty stations in one of six categories: H, A, B, C, D and E. H duty stations are headquarters and similarly designated locations at which the United Nations has no development or humanitarian assistance programmes, or locations in countries members of the European Union. A to E duty stations are field duty stations. Duty stations are categorized on a scale of difficulty from A to E, with A being the least difficult.

Figure II
Distribution of the mobility population by duty station category and gender, 30 June 2013



7. On the basis of the number of duty station moves currently taking place and the broad distribution of the mobility population across different duty station categories, it is expected that staff will be able to regularly move across different duty station categories when making duty station moves. However, an analysis of the duty station moves made over the past five years indicates that duty station movement currently tends to occur within the same duty station category. For example, of the Professional, Director and Field Service staff at H duty stations who made a duty station move between 2008 and 2012, 45 per cent moved to another H duty station; only 18 per cent moved to a D and/or an E duty station.[6] Of the duty station moves originating at E duty stations during the same time period, 52 per cent moved to another E duty station. Additional information requested by the General Assembly on the number of moves by job network is set out in annex II.

8. Because staff members tend to move within the same duty station category, they tend to remain in that category for an extended period of time. Table 1 shows the number of staff subject to mobility who have spent five years or more in the D/E hardship category, meaning that even if they have moved to a different position or duty station, it has tended to be in the D/E category. Further analysis was carried out to disaggregate the data by gender. While women make up only 25 per cent of the mobility population in the D/E hardship category, 56 per cent of women and 57 per cent of men in the D/E category have spent more than five years in that category. This illustrates that women, despite their lower numbers in the field, are just as likely as their male counterparts to remain at a hardship duty station for an extended period.

[6] 10 per cent of staff at H duty stations who undertook a move did so to an A duty station, 15 per cent to a B duty station and 12 per cent to a C duty station.

Table 1

Proportion of staff in the mobility population as at 30 June 2013 who had spent more than five years at duty stations in the D/E hardship category

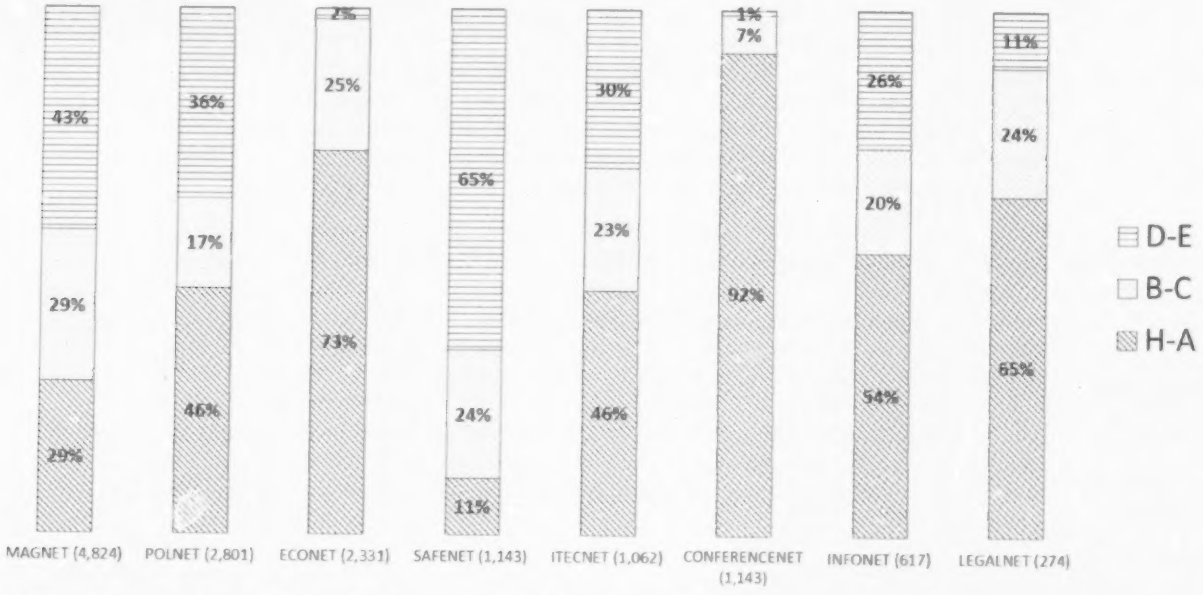
	Number of staff at hardship duty stations[a]		*Number of staff who had spent 5 years or more at hardship duty stations*		*Percentage of staff who had spent 5 years or more at hardship duty stations*	
Category	*Men*	*Women*	*Men*	*Women*	*Men*	*Women*
D	65	13	32	9	49	69
P	1 040	276	553	137	53	50
FS	1 873	446	1 100	268	59	60
Total	**2 978**	**735**	**1 685**	**414**	**57**	**56**

[a] Only staff with five years of continuous service in the Secretariat with no separations were considered. Staff on temporary contracts, in tribunals or administered by the United Nations Development Programme are excluded.

9. The trend of moving within the same or to a similar duty station category is prevalent in those functional areas that are field-oriented. The job networks with the highest proportions of the mobility population at duty stations in the D/E hardship category are safety and security (SAFENET), management and operations support (MAGNET) and political, peace and security (POLNET). Table 2 shows the distribution of the mobility population by job network across duty station categories.

Table 2

Distribution of Director, Professional and Field Service staff[a] by job network and duty station category



[a] The information presented is based on the number of staff deemed to be in the job network, rather than the number of positions.

III. Additional data

10. This section outlines the additional data requested by the General Assembly on the direct and indirect costs of moves, as well as the number of positions open to external candidates and the number of such candidates appointed. Vacancy rates are not available by job network at this stage. However, the vacancy rate data provided in document A/68/368 have been updated for 2013 and are available from the Office of Human Resources Management.

Direct and indirect costs of moves

11. Direct costs of mobility arise only when staff change duty stations. Such costs include recurrent costs as well as one-time costs. The recurrent costs include the non-removal element and the mobility allowance (for someone making his or her second move). The one-time costs include relocation grant, assignment grant and travel costs. The actual level of payment varies depending on several factors, such as the profile of the staff member and his or her family, the category and designation of the duty station to which the staff member is moving, the duration of the assignment and the number of previous assignments undertaken by the staff member.

12. These expenditures are included under common staff costs, together with expenditures associated with the recruitment of new staff, which causes difficulty in disaggregating the mobility-specific expenditures in the Secretariat's current data systems.

13. In order to provide information on the direct costs of duty station moves, the Secretariat has analysed duty station moves made in the calendar years 2011 and 2012 and the associated payments.[7] In 2011 and 2012, there were a total of 3,326 duty station moves[8] made by internationally recruited staff. As outlined above, the direct costs include recurrent and one-time costs.

Recurrent costs

14. The Secretariat analysed payroll data to identify recurrent cost payments made to staff members who moved in 2011 and 2012. Payments were made to 3,043 staff members[9] in 2011 and 2012. It should be noted that, owing to the eligibility rules of the mobility allowance, which require that staff members have at least five years of prior consecutive service, some staff would not start to receive the allowance resulting from a 2011-2012 move until a future year.

15. The payments to these 3,043 staff members totalled $27,276,789, of which $4.0 million was paid to staff members who made a duty station move between departments, offices away from Headquarters and regional commissions (i.e., non-field entities), while $23.2 million was paid to staff members who moved

[7] Data for 2013-2014 are not available at this time, given that the cost analysis is dependent on the finalization of the duty station move data (which is based on calendar year). The Secretariat is in the process of validating the duty station move data for 2013 and will then conduct the cost analysis for 2013. These data will not be available until the end of 2014.

[8] See paragraph 5 above for information on these duty station moves.

[9] A total of 3,129 individual staff members account for the 3,326 duty station moves made in 2011/2012. A total of 705 staff members moved between non-field entities, and 2,428 staff members moved to/from a mission duty station. There were four staff members who undertook both types of moves, and several staff members made multiple duty station moves.

to/from field missions. The average recurrent costs paid out to each staff member were $8,964 during the period 2011-2012.[10]

One-time costs

16. Data were also consolidated from IMIS travel ledgers for the total one-time costs associated with duty station moves between departments, offices away from Headquarters and regional commissions (i.e., non-field entities). There were 705 staff members who made a duty station move between non-field entities; one-time costs were recorded in connection with 601 of those staff members. During 2011 and 2012, $29,370,981 was spent in connection with one-time costs (as noted above, if payments were made in 2013 or later, they were not captured). The average one-time costs incurred for each of those 601 staff were $48,870 for the period 2011-2012.

17. The one-time costs for duty station moves to/from field missions are captured in a different manner in the Sun system ledgers used in the field missions. Therefore, a different process was conducted to collect the one-time costs for the moves to and from mission duty stations. A total of 2,428 staff members moved to and/or from a mission duty station. At the time of reporting, data had been gathered from 25 missions.[11] The total one-time costs incurred in 2011-2012 for the 1,691 staff members who moved to and/or from these 25 missions were $41,078,523. The average one-time costs incurred for each of these staff members were $24,292.

Direct costs summary

18. On the basis of the data provided above, the direct costs associated with duty station moves between departments, offices away from Headquarters, and regional commissions total $33.4 million[12] and the field mission[13] costs total $64.3 million.[14] However, because some staff members who moved in 2011 and 2012 were not paid the mobility allowance until after that period, and it was not possible to identify all of the one-time costs for the moves to/from missions, not all costs are reflected in these figures.

19. Since the Secretariat does not currently have a consolidated tracking system for mobility expenditures, calculations have been made using data contained in IMIS and, for field missions, the Sun system. The Secretariat expects that Umoja will permit enhanced tracking of expenditures.

Indirect costs

20. The indirect costs of administering the mobility framework are related primarily to the reconfiguration of Inspira to manage the process of selection and reassignment

[10] Owing to the way these data are currently captured in the IMIS payroll module (associated with a staff member's index number and not with a particular move), and given that some staff members made multiple moves, it is not possible to provide the average recurrent costs of a move.

[11] Note that during 2011 and 2012, there was movement to/from 38 different missions. Given that some have closed, and owing to resource constraints and time limitations, it has not been possible to obtain the information for all 38 missions.

[12] Regular budget, extrabudgetary and support account.

[13] Peacekeeping and special political missions.

[14] Applying the average one-time costs ($24,292) for staff moving to/from a mission duty station to the total staff members moving to/from a mission (2,428) provides an indicative estimate of total direct costs of $115 million at a minimum.

and the creation of network staffing teams, which will carry out staffing and career support functions. In terms of human resources, the requirements will be met through the reprofiling of current human resources capacities and the redeployment of such capacities from current structures to the network staffing teams, an overview of which is provided in paragraph 35 below. The resources required for the changes to be made to Inspira will be met through the redeployment of existing resources.

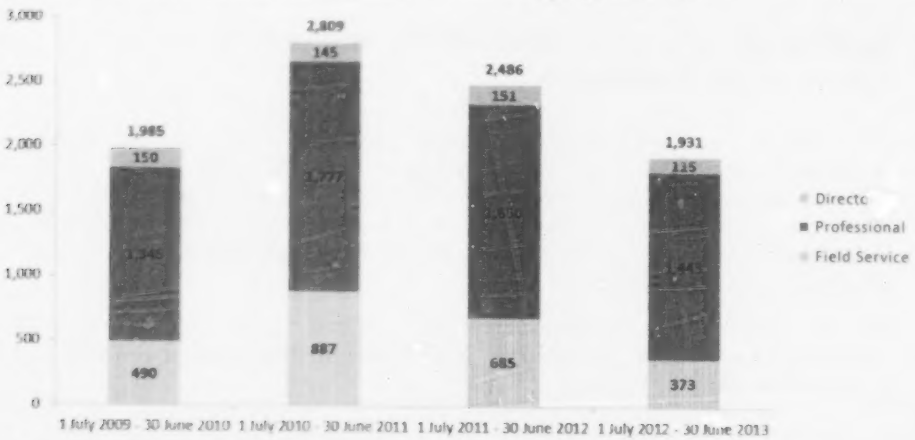
21. It is not expected that there will be a surge in additional technical or substantive training requirements, given that, as is the case today, staff members will be selected for or reassigned to only positions for which they meet the requirements. In addition, because the newly approved career support and learning strategy will increase efficiencies through the use of learning technologies, it is expected that any mobility-related training needs can be met from within existing resources (see A/69/190, sect. III.B.4).

Number of opportunities for selection

22. Figure III provides details regarding the number of opportunities for selection available between 1 July 2009 and 30 June 2013. The overall number of opportunities available during that period was 9,211. The number of opportunities fluctuated over the years, ranging from 1,931 to 2,809.

23. The majority of opportunities occurred in the Professional category, which is the largest category of staff in the mobility population. The number of opportunities available in the Professional category was 6,215, representing 67.5 per cent of the total number available. In the Field Service category, there were 2,435 opportunities, representing 26.4 per cent of the total number available. Finally, the number of opportunities at the Director level was 561, representing 6.1 per cent of the total number available.

Figure III
Number of opportunities for selection by staff category, 2009-2013

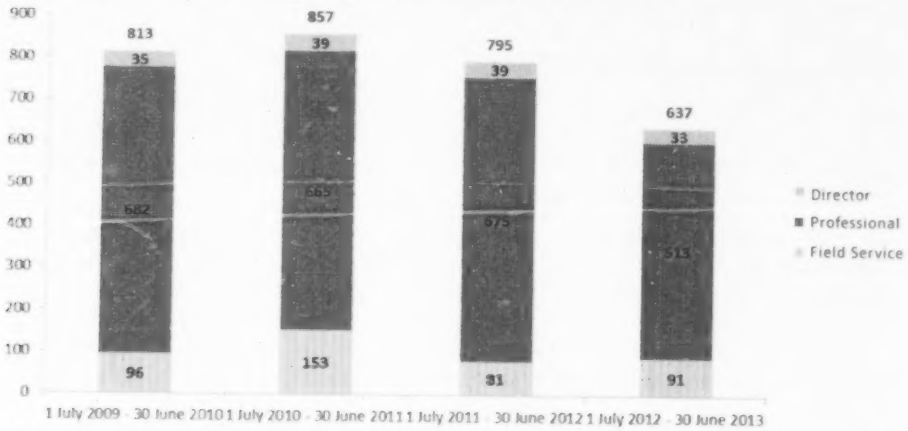


Note: Opportunities combine the number of position-specific job openings posted with the number of selections made from field rosters (i.e., situations in which no specific job opening was issued but a selection for a position at a field mission was made). Opportunities include all job openings posted except those that were subsequently cancelled.

Number of external appointments

24. Figure IV shows the number of external appointments during the period from 1 July 2009 to 30 June 2013. During that period, the overall number of external appointments was 3,102, ranging from 637 to 857 annually. The proportion of external appointments as compared with the proportion of all job opportunities for selection ranged from 30 to 40 per cent during the period. The highest number of external appointments was in the Professional category (2,535 appointments); there were 421 external appointments in the Field Service category and 146 at the Director levels.

Figure IV
Number of external appointments by staff category, 2009-2013



Note: External appointments are all those recorded as "initial appointments" in IMIS for one year or longer.

IV. Staffing process under the mobility and career development framework

25. The mobility and career development framework will operate through semi-annual staffing exercises through which job network boards will manage the selection and reassignment of staff in the Field Service category and at the P-3 to P-5 levels (and staff at the P-2 level who are not subject to the young professionals programme), and a senior review board will manage the selection and reassignment of staff at the D-1 and D-2 levels.

26. As mobility will be implemented in a phased manner, the current staff selection process will be replaced by semi-annual staffing exercises, which will consist of two parts, as follows:

(a) Existing and anticipated vacant positions will be advertised and open to applications from internal and external candidates;[15]

(b) There will be an internal lateral reassignment process, in which serving staff members will apply for a pool of encumbered positions. The staff subject to this process will be those who have either reached their maximum position occupancy limit or reached their minimum position occupancy limit in their current assignment and opted in.

Selection process for vacant positions (figure V)

27. At the start of the semi-annual staffing exercise, job openings will be issued in Inspira for all currently vacant positions, as well as those anticipated to become vacant during the next cycle owing to retirement.[16] Managers of the vacant positions will work with the network staffing teams to formulate the job openings, primarily on the basis of generic job profiles, with the option of specifying desirable requirements specific to the positions in question, such as language requirements.

28. Once the job openings have been posted, staff members and external candidates can submit applications. Staff can apply for a job opening at the same or a higher level; they can also apply for an opening in a different job network. Staff who apply for a job opening to fill a vacant position may also choose to opt in to a lateral reassignment at the same time, but are not required to do so unless they have reached their maximum position occupancy limit.

29. Network staffing teams will review applications for job openings, ensuring that candidates who are screened through Inspira meet the eligibility requirements. They will then conduct a centralized assessment process to determine which candidates are suitable for the positions. The centralized assessment will consist of a written assessment as well as an interview. The written assessment portion will be standardized for particular job profiles; for example, there will be a standard written assessment for all administrative officer positions at the P-3 level. Candidates who have passed the written assessment may be invited to an interview aimed at assessing how they meet the qualifications of a particular position. The names of the candidates for positions in the Professional and Field Service categories[17] who have passed all stages of the assessment process will be submitted to the central review body for approval.

30. Once the central review body has certified that the evaluation of the candidates was fair and carried out in accordance with the established guidelines and criteria, the network staffing teams will circulate the list of all suitable candidates to the managers of the positions that were advertised. The managers will provide their views regarding the suitable candidates. The network staffing teams will make a preliminary recommendation to the job network board on the selections, based on

[15] Unforeseen or surge vacancies will be temporarily filled, until the next cycle, through the posting of temporary job openings (for positions at Headquarters, offices away from Headquarters and the regional commissions) or from rosters of pre-cleared candidates (for positions at field-based entities authorized to do so).

[16] In cases in which staff members have given notice that they will resign or separate from the Organization, the resulting vacancy will also be included in the compendium.

[17] This includes all Field Service positions, P-3 to P-5 positions and any P-2 positions that are not subject to the young professionals programme exam.

the strategic needs of the Organization arising from mandate requirements, the views of the managers and the following organizational priorities, as applicable:

(a) Moving candidates between family and non-family duty stations;

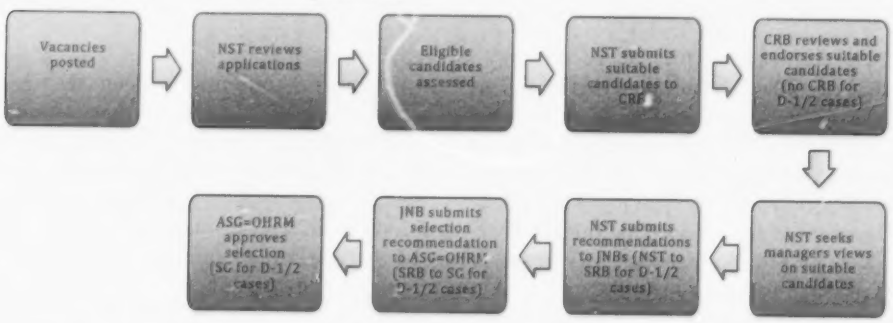
(b) Moving candidates between duty stations;

(c) Moving candidates between departments/offices at the same duty station;

(d) Giving due regard to gender, geographical status and representation of troop- and police-contributing countries, taking into account their level of contribution in positions financed from the peacekeeping budget, including the support account (see resolutions 66/265 and 67/287), and the additional factors referred to in section 9.3 of ST/AI/2010/3.

31. The job network boards will review the proposals regarding Professional and Field Service staff and then make recommendations as to which candidates should be selected to fill vacant positions for the approval of the Assistant Secretary-General for Human Resources Management. The senior review board will review the proposals regarding Director-level staff and make recommendations to the Secretary-General for approval.

Figure V
Selection process for vacant positions


Vacancies posted
NST reviews applications
Eligible candidates assessed
NST submits suitable candidates to CRB
CRB reviews and endorses suitable candidates (no CRB for D-1/2 cases)
NST seeks managers views on suitable candidates
NST submits recommendations to JNBs (NST to SRB for D-1/2 cases)
JNB submits selection recommendation to ASG-OHRM (SRB to SG for D-1/2 cases)
ASG-OHRM approves selection (SG for D-1/2 cases)

Abbreviations: ASG-OHRM, Assistant Secretary-General for Human Resources Management; CRB, central review body; JNB, job network board; NST, network staffing team; SG, Secretary-General; SRB, senior review board.

Lateral reassignments on encumbered positions (figure VI)

32. Following the posting of the job openings to fill vacant positions, a preliminary compendium for reassignment will be issued in Inspira, which will include the positions of all staff who have exceeded their maximum position occupancy limits and are therefore part of the lateral reassignment pool. Those staff members who have met the minimum position occupancy limit (one year for those at D/E duty stations and two years for those at all other duty stations) but have not yet reached the maximum position occupancy limit, and who are not subject to a performance improvement plan, will be given an opportunity to review the preliminary compendium and may choose to opt in to the lateral reassignment pool if they wish to make a lateral move within their job network. This will allow staff to make a more informed decision as to whether they wish to be laterally reassigned before the end of their position occupancy limit. Once staff members have decided

to opt in, they (and their positions) will remain in the lateral reassignment pool, i.e., they can no longer opt out.

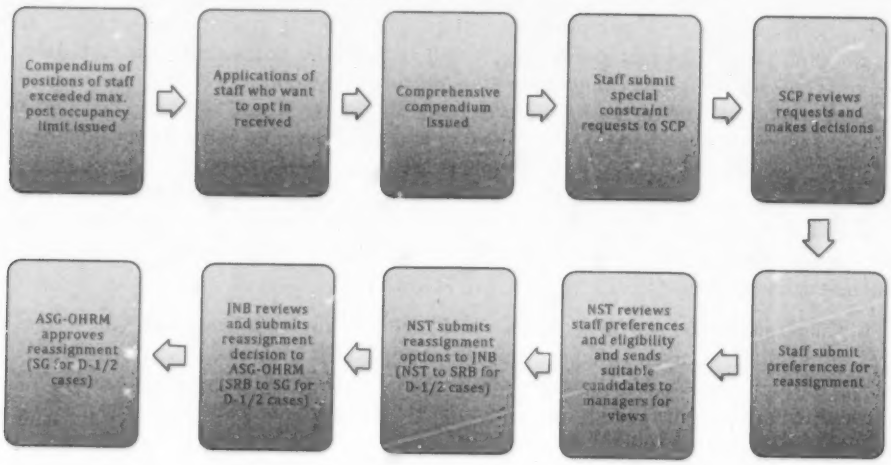
33. A comprehensive compendium of all encumbered positions available for reassignment will then be published. It will include the positions of all staff who have reached their maximum position occupancy limit (and are subject to reassignment) as well as staff who have opted in. Network staffing teams will have worked with the managers of those positions to formulate the job profiles included in the compendium. The staff members on the positions will indicate their preference for other positions using a revised and more streamlined version of the personal history profile (PHP).[18] Each staff member's performance record will also be taken into account (see A/69/190/Add.2 on strengthening the performance management system).

34. The network staffing teams will review the applications for lateral reassignment. Because applicants must be serving staff members who have already gone through a central review body process, it will not be necessary to conduct assessments for staff already serving in their job network. The network staffing teams will screen candidates for eligibility, compile a list of suitable candidates and then invite the managers of the positions in the reassignment pool to transmit any additional views on how the candidates meet the criteria set out in the job profiles. Taking into account candidate preferences, the views of the managers and the organizational priorities outlined in paragraph 30 above, the network staffing teams will propose options for reassignment to the relevant job network board. As with vacant positions (see paras. 27-31 above), for Professional and Field Service staff the job network board will make final recommendations to the Assistant Secretary-General for Human Resources Management for final approval. For Director-level staff, the senior review board will make recommendations regarding lateral reassignments to the Secretary-General for approval.

[18] The current PHP will be streamlined into a more concise description of a staff member's skills, experience and education, which will also include data on their current position occupancy, prior mobility and any approved special constraints, exemptions or deferments that may limit their options for geographic mobility.

Figure VI

Lateral assignments on encumbered positions


Compendium of positions of staff exceeded max. post occupancy limit issued
Applications of staff who want to opt in received
Comprehensive compendium issued
Staff submit special constraint requests to SCP
SCP reviews requests and makes decisions
Staff submit preferences for reassignment
NST reviews staff preferences and eligibility and sends suitable candidates to managers for views
NST submits reassignment options to JNB (NST to SRB for D-1/2 cases)
JNB reviews and submits reassignment decision to ASG-OHRM (SRB to SG for D-1/2 cases)
ASG-OHRM approves reassignment (SG for D-1/2 cases)

Abbreviations: ASG-OHRM, Assistant Secretary-General for Human Resources Management; JNB, job network board; NST, network staffing team; SCP, special constraints panel; SG, Secretary-General; SRB, senior review board.

Job networks and workforce planning

35. Workforce planning activities will be built into the semi-annual staffing process as the job networks are launched. They will enable the network staffing teams to gain a good understanding of the retirements, separations and position occupancy periods of staff, as well as of organizational imperatives such as gender and geographical distribution. They will also enable the teams to plan better with respect to filling vacancies and implementing reassignments and to work towards enhancing gender balance and geographical distribution. In addition, workforce planning will provide insight into existing talent and the talent required in each of the job networks and help identify the talent gap. It would provide the job network boards with the opportunity to make recommendations as to how to better close the gap to ensure that the job network is receiving the right people at the right time and with the right skills, either through targeted outreach, learning and development opportunities or through performance management mechanisms.

V. Roles and functions of the staffing bodies and structures under the mobility framework

36. Under the mobility and career development framework, new staffing entities will be created to manage the selection process to fill vacant positions and the reassignment exercise. These will include job network boards, a senior review board and a special constraints panel, which will review requests for exemptions and deferments. Human resources support for these bodies will also require the creation of new structures, namely, network staffing teams. The network staffing teams will be established through the redeployment and reprofiling of human resources capacities across the Secretariat, including departments and offices in and outside

New York, regional commissions and field missions. The central review bodies will need to be modified to enable them to carry out their role under mobility. This section provides an overview of the roles, the functions and the composition of these entities.

Terms of reference of job network boards

37. As outlined above, the primary role of the job network boards will be to make recommendations regarding the selection and reassignment decisions with respect to international Professional and Field Service positions in the compendiums to the Assistant Secretary-General for Human Resources Management for approval. In doing so, the boards will ensure the consistent application of organizational priorities and monitor gender balance and geographic representation across a job network, striving to meet Organization-wide targets. There will be a global central review body ensuring that, for P-2 positions not subject to the young professionals programme exam and all P-3 to P-5 and Field Service positions, the integrity of the selection process regarding vacant positions was upheld and that the candidates were evaluated on the basis of the pre-approved evaluation criteria specified in the job openings.

38. In addition to their role in staffing, the job network boards will take on several complementary functions. The boards will provide advice on strategic workforce planning (see A/69/190, sect. III.B.1) and determine which positions are non-rotational. With the support of the network staffing teams, they will also provide "horizontal" perspectives on recruitment and talent development priorities and actions set out in the consolidated workforce plan. In addition, the job network boards will make recommendations on career development and milestones to facilitate lateral or upward movement as part of the career path in their job network.

39. Each job network shall have one job network board, composed of board members at the P-5 level or higher, representing the departments, offices and field presences that make up that network. At the request of the Assistant Secretary-General for Human Resources Management, each Under-Secretary-General will nominate one or several board members for membership in the job network boards to be appointed by the Assistant Secretary-General at the start of the calendar year or at any other time should the need arise. Members will serve for a two-year term. Each board shall consist of at least five members, including a Chair (larger job networks or those with higher numbers of job families may need larger numbers of members). The boards will have dedicated meetings at which to review selections and reassignments, respectively, during each semi-annual staffing exercise. These may be a combination of virtual and face-to-face meetings. Between staffing exercises, the boards may schedule additional virtual meetings to fulfil their responsibilities related to workforce planning or the review of non-rotational positions.

40. A focal point for women from a department covered by the job network shall serve on each job network board in an ex officio and non-voting capacity. Each job network board shall include a representative of staff in an observer capacity, designated by the staff associations of the Secretariat. A senior human resources representative shall serve on each job network board in an ex officio and non-voting capacity. The human resources representative will support the job network board by providing guidance on human resources policy issues. This will include, among other things, providing data on the achievement of targets for gender balance and geographical representation and any other relevant data, and providing advice

regarding feasibility. The network staffing team shall provide secretariat support to the job network board.

41. Given that the job network boards will draw members from across the Secretariat, including departments and offices outside New York and field missions, they will have a global overview of staffing needs as well as of the strategic and operational requirements of their job network, which will enable them to make selection decisions with a view to ensuring that the Organization works in an integrated manner. In addition, since they will have the authority to make selection recommendations, replacing the role of hiring managers under the current staff selection system, they will be expected to actively engage in managing vacancies in their job network and ensuring that challenges faced by the job network in the filling of vacancies are addressed in a timely manner.

Terms of reference of the senior review board

42. The senior review board will review and provide recommendations to the Secretary-General with regard to selections and reassignments at the Director level across all job networks during the semi-annual staffing exercises. The board will ensure that the integrity of the process is upheld, that the candidates are evaluated on the basis of the pre-approved evaluation criteria specified in the job openings and that the applicable procedures are followed. It will also ensure that organizational priorities and the strategic needs of the relevant job network are taken into consideration. The board will monitor gender balance and geographical representation across Director-level staff in the Organization, and strive to meet Organization-wide targets.

43. The senior review board shall consist of one Chair and eighteen members at the D-2 level or higher. Its members shall be appointed for a term of two years by the Secretary-General, who shall make every effort to ensure balanced representation with respect to geography, gender and departments/offices (including offices away from Headquarters, regional commissions and field missions), as well as the prior experience of board members in the United Nations common system. All members shall be invited to each meeting. A quorum shall comprise six members, including the Chair but excluding the Secretary and ex officio or observer members. The board will meet during each semi-annual staffing cycle to review selections and reassignments. Additional meetings between cycles may be scheduled as required. Meetings may be held virtually or in person, if necessary.

44. The senior review board shall appoint one of its members as a gender focal point to monitor and address gender issues. The Assistant Secretary-General for Human Resources Management shall serve as an ex officio member of the board. The network staffing teams shall provide secretariat support to the board.

Terms of reference of the special constraints panel

45. The special constraints panel will review requests of staff members expected to participate in a lateral reassignment exercise either to remain at the same duty station for a specified period of time (i.e., a deferment or exemption) or to be exempt from moving to certain duty stations while remaining available for duty at other duty stations (i.e., a special constraint). The special constraints panel shall submit its recommendations to the Assistant Secretary-General for Human Resources Management for approval.

46. Deferments, exemptions and special constraints may be requested owing to:

(a) Medical reasons of the staff member or one or more of his or her recognized dependants, subject to certification by the Medical Services Division;

(b) Compelling personal circumstances whereby a change of duty station would create undue hardship.

47. While every situation cannot be predicted, undue hardship would include situations such as moving a female staff member in an advanced state of pregnancy to a non-family duty station, or restrictions on a parent's ability to change duty stations owing, for example, to a custody agreement. When both spouses are staff members, reasonable efforts shall be made by the Organization to facilitate their assignment to the same duty station. However, the Organization cannot guarantee that spouses who are both staff members can be moved to the same duty station at the same time, and this in and of itself shall not be considered a special constraint.

48. For a staff member engaged in a project the success of which would be harmed by a change in position, the manager may request jointly with the staff member a recommendation that he or she remain on the project until its completion, not to exceed 18 months.

49. The panel, in its recommendation to the Assistant Secretary-General for Human Resources Management, will include a specified period for the deferment, exemption or special constraint, after which a new request may be made by the staff member.

50. There will be a representative of each job network on the special constraints panel, appointed by the Assistant Secretary-General for Human Resources Management. In addition, a legal adviser and one senior-level representative of the Office of Human Resources Management shall be invited to all meetings of the panel to provide, in an ex officio capacity, guidance on human resources policies and staff rules and regulations. A staff representative designated by the staff associations of the Secretariat shall serve on the panel in an observer capacity. All panel members will serve in their individual capacity. A quorum shall comprise half of the members of the special constraints panel, including at least one member of the female gender, but excluding ex officio and observer members. The network staffing team shall provide secretariat support to the special constraints panel.

51. Panel members and observers shall normally be appointed for a period of two calendar years. In order to ensure the independence of the panel as well as its institutional memory, its membership will be staggered, so that half of the members will complete their terms and be replaced each year.

Network staffing teams

52. Membership in a job network board, the senior review board or the special constraints panel will be a part-time role. Each job network will have a dedicated full-time network staffing team. The network staffing teams will coordinate in providing additional secretariat support to the senior review board and the special constraints panel.

53. The size of a network staffing team will depend on the size of the job network corresponding to it. On each team there will be a combination of network staffing officers with human resources expertise and those who have direct experience with the work of the job network. The team will also include requisite support staff. The

team members will report to a team leader. The level of the team leader will be determined by job classification and will depend on the size of the team. The team leader will report to the Director of the Strategic Planning and Staffing Division of the Office of Human Resources Management, who reports to the Assistant Secretary-General for Human Resources Management.

54. The function of the network staffing teams is to carry out all human resources and planning activities related to the semi-annual staffing exercise. These will include the staffing activities required for the selection process and the lateral reassignment exercise, including working with managers to formulate job openings or post jobs for reassignment, screening candidates, assessing candidates for vacant positions, seeking the views of managers on shortlisted candidates and making proposals for selections and reassignments to the job network boards and the senior review board. The network staffing teams will also receive requests from staff members and, where appropriate, their managers, for deferments, exemptions and special constraints and submit them to the special constraints panel. In addition, the teams will advise staff members on career options, including potential learning opportunities and career paths within their network.

55. Until the mobility framework is fully implemented for all job networks, the current staffing selection system will remain in force for job networks that are not operationalized. Therefore, resources will continue to be dedicated to supporting the current staff selection system until all job networks have been operationalized.

Global central review body

56. For the implementation of mobility and career development, a global central review body will be established, and responsible for ensuring that the integrity of the process for filling vacant positions is upheld with respect to selections at the P-3 to P-5 level and in the Field Service category. The global central review body will consolidate the current functions of the central review bodies at Headquarters, offices away from Headquarters and field central review bodies. The process for filling vacant P-2 positions that are not part of the young professionals programme will also be reviewed by the global central review body. The global central review body will meet virtually during the semi-annual staffing exercises to review the process and procedures for filling the vacant positions advertised during each exercise.

57. Half of the members of the global central review body will be selected by the Secretary-General, and half will be selected by the staff representative bodies of the Secretariat. In choosing who will serve on the global central review body, every effort shall be made to ensure balanced representation with respect to geography, gender, departments/offices, peacekeeping operations and special political missions. Members of the global central review body shall be appointed for a term of two years and shall jointly select a Chair. A focal point for women shall also be invited to participate in the global central review body. As is the case today, there will be a secretariat for the global central review body within the Office of Human Resources Management. The secretariat for the global central review body will report to the Director of the Strategic Planning and Staffing Division.

Gender balance, geographical representation targets and equal treatment of internal and external candidates

58. As outlined in paragraph 30 above, the organizational priorities used by the network staffing teams and job network boards in finalizing recommendations for selection and reassignment include the need to give due regard to gender and geographical representation targets. Through the inclusion of focal points for women on the job network board, as well as an ex officio human resources officer mandated to provide updated data on gender balance and geographical representation, the job network boards will be able to analyse the impact of their selection and reassignment decisions on the Organization's targets in these areas and to ensure equal treatment of internal and external candidates. Furthermore, by analysing these issues across job networks, not just departments or entities, it will be possible to gain a better understanding of the functional areas that face challenges in meeting the Organization's targets. This will allow for the development of more targeted outreach strategies with respect to relevant professional and educational institutions.

VI. Enabling factors to support mobility

59. Mobility represents a significant change process for the Secretariat. There are several enabling factors that will help prepare the Organization and staff for mobility and facilitate its successful implementation, including: transitional measures for current staff; enhanced support for staff and their families moving geographically; and improved training and knowledge management. This section outlines the progress being made in addressing each of these areas.

Transitional measures

60. At the first meeting of the Staff Management Committee, held in 2012, a series of transitional measures were agreed upon to assist serving staff in making the transition from the current staff selection system to the proposed mobility framework (see A/67/324/Add.1, para. 56). These transitional measures were updated at the third meeting of the Committee, held in 2014, to address concerns of staff arising from the refinements to the original proposal approved by the General Assembly.

61. All new staff joining the Organization after the approval of the mobility policy, i.e., as at 1 May 2014, on a fixed-term appointment will be subject to the mobility policy upon joining the Organization. As outlined in document A/68/358, one geographic move[19] will be required for eligibility for the P-5 level and above (this move can take place at any point in a staff member's career in the common system). Staff who are serving in the Organization as at 30 April 2014 will continue to be subject to the eligibility requirements for promotion up to the D-1 level as defined in the current administrative instruction on the staff selection system (ST/AI/2010/3 and Amend.1 and Amend.2) until 31 December 2020. At the same time, currently serving staff members at the P-4 level who have made or make one geographic move within the Secretariat or the United Nations common system will be

[19] A geographic move is defined as a movement between two duty stations in different countries, with continuous service of at least one year at each duty station.

considered eligible for promotion to the P-5 level in accordance with the eligibility requirements for promotion under the mobility framework.

62. As confirmed by the General Assembly, staff become subject to the mobility system when the job network to which they belong becomes operational. Until their job network is operational, staff may continue to apply for job openings under the current staff selection system (see ST/AI/2010/3 and Amend.1 and Amend.2). Staff who have reached or are approaching their maximum position occupancy limit should apply for job openings even if their job network is not yet operational. Should they not be selected for a job opening, they will be subject to reassignment during the second year after their job network is operationalized in the mobility system.

Enhanced support for staff and families moving geographically

63. As requested by the General Assembly in paragraph 15 of resolution 68/265, the Secretary-General continues to explore ways of assisting spouses and children of staff members in resolving issues arising from mobility requirements. These issues were highlighted by staff at large during the mobility survey undertaken in 2012 and are an ongoing concern of staff representatives as well as management. It was therefore agreed at the third meeting of the Staff Management Committee that they would continue to be discussed.

64. The Office of Human Resources Management has prioritized three areas in which staff and family support can be improved using existing resources:

(a) Improving the information available to staff and their families considering or undertaking a move to a new duty station;

(b) Providing spouses with greater support when they accompany a staff member to a new duty station;

(c) Reviewing the existing policy framework for improved "family-friendliness".

65. Work is ongoing in each of the three areas. The Secretariat has concluded an agreement with the World Bank to make available standardized, up-to-date information, including information about schools, medical facilities, housing, safety and security, and other issues related to relocation, at more than 100 duty stations. Such information will enable staff and their families to make more informed decisions about the duty stations to which they may want to move. A system of "family support focal points" is being developed, which will provide greater support in integrating staff members and their families into the new duty station upon arrival. The policy framework is currently being reviewed with a view to promulgating the required amendments prior to January 2016.

Training and knowledge management

66. As outlined in the overview report (A/69/190, sect. III.B.4), the Organization has adopted a revised learning and career support strategy aimed at equitable access for all staff to learning and career support programmes and harmonized induction training for new staff as well as those moving across the Organization. As part of the induction process, staff will be directed to the appropriate knowledge management tools. As indicated in the previous report (A/68/358), the Secretary-General recommends the implementation of a knowledge management strategy across the

Secretariat, which would include the creation of Standard Operating Procedures for recurring activities and the completion of handover notes, end-of-assignment reports and exit interviews by staff moving to another position or leaving the Organization.

VII. Implementation of the mobility framework

67. As outlined in resolution 68/265, mobility will be phased in by job network, starting with one network in 2016, one in 2017 and two each year thereafter. As indicated in the previous report, the Secretary-General intends to begin the implementation of mobility with the political, peace and security network (POLNET) in January 2016.[20]

68. Although its implementation is being phased in by job network, the fundamental elements of the mobility framework will need to be in place before the first network is operationalized. These elements include the review and redesign of staffing processes, the design of a revised assessment process, the redesign of Inspira to accommodate the semi-annual staffing exercise, the promulgation of the requisite policy framework, the establishment of a special constraints panel and the establishment of the senior review board, the POLNET job network board and the network staffing team.

69. To ensure a Secretariat-wide approach to the preparation for and implementation of mobility, a global steering committee has been set up to oversee the project. The steering committee is chaired by the Under-Secretary-General for Management, and the Under-Secretary-General for Field Support is the Vice-Chair. The membership of the committee includes representatives at the Under-Secretary-General level from various departments, offices away from Headquarters, regional commissions and field missions to ensure that the diverse needs of the Secretariat are taken into account. The steering committee will provide strategic oversight of the preparation for and implementation of mobility through 2020. More specific advice and feedback regarding the detailed process elements relating to selection and reassignment will be provided by a working-level technical advisory group.

VIII. Action to be taken by the General Assembly

70. **The General Assembly is requested to take note of the present report.**

[20] The Secretary-General will determine the sequence of job networks on the basis of the advice of the mobility Steering Committee.

Annex I

Provisional list of non-rotational positions

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
1	ECONET	Department of Economic and Social Affairs	Division for Social Policy and Development (DSPD)	Director	D-2	New York
2			DSPD/Secretariat of the Permanent Forum on Indigenous Issues	Chief of Branch	D-1	New York
3			DSPD/Social Integration Branch	Senior Social Affairs Officer	P-5	New York
4			DSPD/Secretariat of the Convention on the Rights of Persons with Disabilities	Senior Social Affairs Officer	P-5	New York
5			Statistics Division	Director	D-2	New York
6			Secretariat of the United Nations Forum on Forests	Director	D-2	New York
7				Senior Forest Policy Officer	P-5	New York
8				Senior Programme Officer	P-5	New York
9				Forest Affairs Officer	P-4	New York
10				Programme Officer	P-4	New York
11			Division for Sustainable Development/Water, Energy and Strategies Branch	Chief of Branch	D-1	New York
12				Sustainable Development Officer	P-5	New York
13			Financing for Development Office (FDO)/Policy Analysis and Development Branch	Chief of Section	P-5	New York

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
14			FDO/Multi-stakeholder Engagement and Outreach Branch	Chief of Unit	P-5	New York
15				Economic Affairs Officer	P-3	New York
16			FDO/Office of the Director	Economic Affairs Officer	P-4	New York
17			FDO/Policy Analysis and Development Branch	Economic Affairs Officer	P-3	New York
18			Office for Economic and Social Council Support and Coordination/ Non-Governmental Organization Branch	Programme Officer	P-4	New York
19				Programme Officer	P-4	New York
20	ECONET	Economic Commission for Africa	Social Development Policy Division/ African Centre for Gender and Social Development	Coordinator	P-6	Addis Ababa
21			Regional Integration and Trade Division/ African Trade Policy Centre	Coordinator	P-6	Addis Ababa
22			Special Initiatives Division/African Trade Policy Centre	Coordinator	P-6	Addis Ababa
23	ECONET	Economic Commission for Europe	Transport Division (TD)	Chief of Division	D-1	Geneva
24			TD/Dangerous Goods and Special Cargoes Section	Scientific Affairs Officer	P-4	Geneva
25			Trade and Timber Division (TTD)	Chief of Division	D-1	Geneva

No.	Job network	Department	Unit	Title	Level	Duty station
26			TTD/Forestry and Timber Section	Chief of Section	P-5	Geneva
27				Economic Affairs Officer	P-4	Geneva
28	ECONET	Economic Commission for Latin America and the Caribbean (ECLAC)	Latin American and Caribbean Demographic Centre — Population Division	Chief of Division	D-1	Santiago
29			Statistics Division	Chief of Division	D-1	Santiago
30			Division of Production, Productivity and Management (DPPM)	Chief of Division	D-1	Santiago
31			DPPM/Unit on Investment and Corporate Strategies	Chief of Unit	P-5	Santiago
32			DPPM/Joint ECLAC/ United Nations Industrial Development Organization Industrial and Technological Development Unit	Senior Economic Affairs Officer	P-5	Santiago
33			Social Development Division	Chief of Division	D-1	Santiago
34			Natural Resources and Infrastructure Division	Chief of Division	D-1	Santiago
35	ECONET	African Union-United Nations Hybrid operation in Darfur	Water and Environment Unit	Hydrologist	P-3	El Fasher
36	ECONET	United Nations Conference on Trade and Development	Division on Investment and Enterprise (DIAE)/ International Investment Agreements	Senior Economic Affairs Officer	P-5	Geneva

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
37			DIAE/Policy and Capacity-Building Branch	Chief of Section	P-5	Geneva
38				Senior Economic Affairs Officer	P-5	Geneva
39				Chief of Section	P-5	Geneva
40				Economic Affairs Officer	P-4	Geneva
41			Division on Globalization and Development Strategies (DGDS)/ Debt and Development Finance Branch	Economic Affairs Officer	P-4	Geneva
42			DGDS/ Macroeconomic and Development Policies Branch	Economic Affairs Officer	P-4	Geneva
43			DGDS/Central Statistics and Information Retrieval Branch	Statistician	P-3	Geneva
44	ECONET	United Nations Environment Programme	Division of Regional Cooperation/Office of the Director/ Programme Coordinating Unit	Coordinator	D-1	Nairobi
45			Division of Environmental Policy Implementation (DEPI)/Office of the Director/Climate Change Adaptation Unit	Coordinator — Climate Change Adaptation Unit	D-1	Nairobi
46			DEPI/Freshwater and Terrestrial Ecosystems Branch	Director	P-6	Copenhagen

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
47			DEPI/Office of the Director/Climate Change Adaptation Unit	Head UN REDD	P-6	Geneva
48			Division of Technology, Industry and Economics (DTIE)/Energy Branch	Head of Energy Branch	P-6	Paris
49			DTIE/Economics and Trade Branch	Senior Programme Officer	P-5	Geneva
50				Programme Officer	P-4	Geneva
51			Executive Office/ Convention secretariats/ Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals	Executive Secretary	D-1	Bonn
52				Senior Deputy Executive Secretary	P-5	Bonn
53				Senior Executive Coordinator	P-5	Abu Dhabi
54				Technical Officer	P-4	Bonn
55				Programme Officer	P-4	Abu Dhabi
56				Programme Officer	P-4	Abu Dhabi
57			Executive Office/ Division of Environmental Policy Implementation/ Office of the Director	Senior Programme Officer	P-5	Nairobi
58			Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora	Programme Officer	P-3	Geneva

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
59	ECONET	United Nations Human Settlements Programme (UN-Habitat)	Shelter and Sustainable Human Settlements Development Division (SSHSDD)/ Shelter Branch	Head of Branch	D-1	Nairobi
60				Human Settlements Officer	P-4	Nairobi
61			SSHSDD/Housing Policy Section	Chief	P-5	Nairobi
62				Human Settlements Officer	P-4	Nairobi
63				Human Settlements Officer	P-3	Nairobi
64			SSHSDD/Urban Planning and Design Branch	Human Settlements Officer	P-4	Nairobi
65			SSHSDD/Land and Secure Tenure Section	Chief	P-5	Nairobi
66			Human Settlements Financing Division/ Urban Finance Section	Human Settlements Officer	P-4	Nairobi
67			Urban Legislation, Land and Governance Branch/ Land and Global Land Tool Network Unit	Specialist	P-4	Nairobi
68				Human Settlements Officer	P-4	Nairobi
69				Programme Officer	P-3	Nairobi
70	ECONET	United Nations Office on Drugs and Crime	Division for Policy Analysis and Public Affairs/Research and Trend Analysis Branch/Laboratory and Scientific Section	Chief of Section	P-5	Vienna

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
71				Scientific Affairs Officer	P-4	Vienna
72				Scientific Affairs Officer	P-3	Vienna
73	ITECNET	Office of Legal Affairs	Division for Ocean Affairs and the Law of the Sea	Senior Geographic Information Systems Officer	P-5	New York
74	LEGALNET		Treaty Section	Information Management Officer	P-4	New York
75			General Legal Division	Legal Officer	P-4	New York
76				Legal Officer	P-4	New York
77		United Nations Conference on Trade and Development	Division on Investment and Enterprise/Policy and Capacity-Building Branch	Legal Officer	P-4	Geneva
78		United Nations Environment Programme	Division of Environmental Law and Conventions/ Office of the Director	Regional Advisor	P-6	Nairobi
79	MAGNET	Department of Management	Office of Human Resources Management/Medical Services Division	Medical Director	D-2	New York
80				Deputy Medical Director	D-1	New York
81			Office of Programme Planning, Budget and Accounts (OPPBA)/ Accounts Division/ Office of the Director	Director	D-2	New York
82			OPPBA/Treasury	Treasurer	D-1	New York
83			Office of Central Support Services (OCSS)/Procurement Division	Director	D-2	New York

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
84			OCSS/Facilities and Commercial Services Division/Commercial Activities Service/ United Nations Postal Administration/New York Office	Chief of Section	P-5	New York
85		Office of Internal Oversight Services	Internal Audit Division	Director	D-2	New York
86			Investigations Division	Director	D-2	New York
87				Chief of Section	P-5	New York
88				Chief of Section	P-5	New York
89				Auditor	P-4	Geneva
90				Auditor	P-4	New York
91				Auditor	P-4	New York
92				Auditor	P-4	New York
93				Auditor	P-3	New York
94			Inspection and Evaluation Division	Director	D-2	New York
95	POLNET	Department for General Assembly and Conference Management	General Assembly and Economic and Social Council Affairs Division/ Disarmament and Peace Affairs Branch	Senior Political Affairs Officer	P-5	New York
96				Senior Political Affairs Officer	P-5	New York
97			General Assembly and Economic and Social Council Affairs Division/ Economic and Social Council Affairs Branch	Senior Political Affairs Officer	P-5	New York

No.	Job network	Department	Unit	Title	Level	Duty station
98			General Assembly and Economic and Social Council Affairs Division/ General Assembly Affairs Branch	Senior Political Affairs Officer	P-5	New York
99			Office of the Director	Political Affairs Officer	P-4	New York
100				Political Affairs Officer	P-4	New York
101	INFONET	Department of Public Information	Library and Information Resources Division/ Publications Service	Chief of Section	P-5	New York
102			News and Media Division (NMD)/ News and Content Branch/Radio Section	Chief of Unit, Arabic Language Unit	P-4	New York
103				Chief of Unit, Portuguese Language Unit	P-4	New York
104				Chief of Unit, Russian Language Unit	P-4	New York
105				Chief of Unit, Spanish Language Unit	P-4	New York
106				Chief of Unit, Chinese Language Unit	P-4	New York
107				Chief of Unit, Kiswahili Language Unit	P-3	New York
108			NMD/Radio and Television Service/ Audio-Visual Services Section/ Photo Unit	Chief of Unit	P-4	New York
109				Photographer	P-3	New York

Annex II

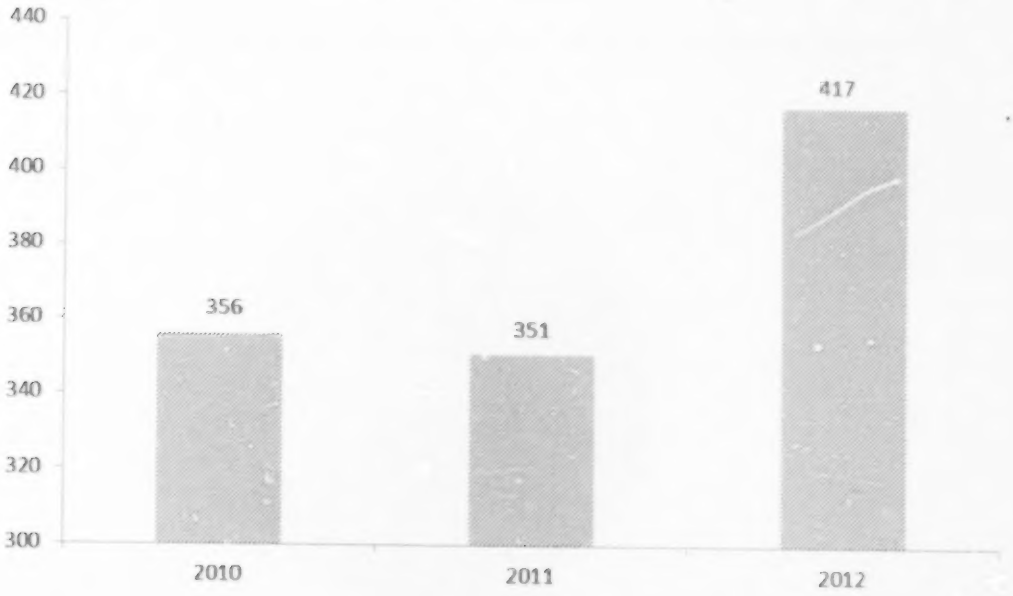
Job-network-specific data on mobility

The General Assembly requested additional data on the number of moves by job network. This section provides data on how many duty station moves were made in 2010, 2011 and 2012 by Professional, Director and Field Service staff in POLNET, which will be the first job network operationalized in 2016, and analyses the pattern of staff movements. The pie graphs illustrate where the duty station moves originating at headquarters ended and where the duty station moves originating at E duty stations, the most difficult hardship category, ended. Data for the other seven job networks are also available from the Office of Human Resources Management.

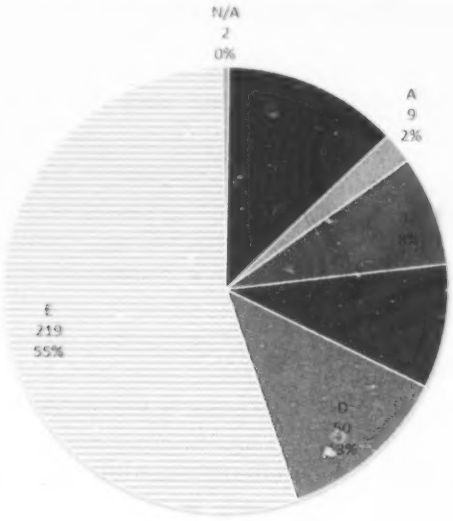
Political, peace and security network (POLNET)

Comprises the following job families: civil affairs, electoral affairs, human rights, humanitarian affairs, political affairs and rule of law

Duty station moves of Director, Professional and Field Service staff, 2010-2012 (POLNET)



Duty station moves from E duty stations, 2010-2012 (POLNET)



Duty station moves from H duty stations, 2010-2012 (POLNET)